



The effect of job stress and work-family conflict on Nurses Turnover Intention

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ABSTRACT

Turnover the intention of hospital employees, especially nurses, is currently a challenge that is of concern. This study uses a quantitative approach to determine the factors that influence the high turnover intention of nurses. Specifically, the researcher considers the role of job stress and work-family conflict as antecedents of turnover intention. Data were taken through a survey by distributing questionnaires to respondents, with a total sample of 90 nurses. Each item in the questionnaire was measured using a Likert scale with five points. The data obtained were processed using multiple regression analysis with software. The results of this study confirmed the hypothesis proposed by the researcher, that job stress and work-family conflict felt by nurses could increase their intention or desire to leave their job at the hospital. The findings of this study can be used as a consideration and reference for managers, leaders, and supervisors in hospitals to pay attention to the conditions of stress and work-family conflict that are being experienced by employees.



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INTRODUCTION

In this increasingly advanced modern digital era, the existence of the internet has made it easier for all human needs. Currently, *turnover Intention* is one of the important issues that is a problem in various industries, including hotels, hospitals, manufacturing companies, and so on. Turnover or employee turnover is an employee's desire to move or quit the company where he works, either voluntarily or not (Dessler, 2020). On the one hand, the existence of *turnover intention* is a condition that cannot be completely avoided by the company. Employees who have the intention to leave their jobs also have various motivations. These include discomfort, work stress, conflicts in work and family, better offers from other companies, ((Chen et al., 2018); (Asghar et al., 2018); (Y. Zhang et al., 2020); (Yukongdi & Shrestha, 2020)).

When *turnover* occurs, there will be a significant negative impact on both the change and the organization, as it will then require additional costs to fill positions that have been left behind. Therefore, the phenomenon of *turnover intention* that occurs in employees is also one aspect that needs to be considered. This is because *turnover intention* can disrupt the company's productivity level ((Ju & Li, 2019); (Wang et al., 2020)). Employees are also the foundation that underlies the running of a company. Previous researchers have built a theoretical model on research on *turnover*, and stated that *turnover intention* is the main predictor of *turnover* (De Wilde et al., 2017). Research by (X. Zhang et al., 2020) also stated that researching *turnover intention* would be more meaningful, because when organizations know this, they can take preventive action to manage this condition.

Stress levels regarding work can be the cause of the tendency to move employees (Ibrahim & Suhariadi, 2021). Work stress is a condition that is currently often experienced by employees. According to (Schaufeli et al., 2017) define job stress as a situation where the work or work environment causes individuals to experience poor physical and psychological health. In some literature, several conditions such as lack of social support, control, and stress experienced by individuals can lead to a decrease in individual performance and health, and lead to *outcomes* negative. *Job stress* can be understood as an individual's reaction to the work environment or work that threatens the individual, which is seen from the existence of a stressful or *stressful* for the individual (Park et al., 2020). *Job stress* is an internal psychological experience in different individuals, depending on their interactions with other people or work. Stress can also be seen as an unpleasant emotional experience, which is

related to the affective state of the individual, for example, such as fear, worry, anger, and depression, caused by a certain event (Haver et al., 2019).

Individuals can experience stress when they feel incompatible with the organization or work environment. This occurs when superiors or management place excessive work demands on individuals, thereby exceeding the workload they can handle. On the one hand, the company assigns a responsibility or job to employees to achieve their goals. However, when this exceeds the ability of the employee, this condition can actually trigger the emergence of stress on the employee. Several previous studies have proven that *job stress* is the main cause of low mental and physical health of individuals, decreased productivity, absenteeism at work, and decreased performance ((Du et al., 2018); (Okumus et al., 2018)). In the context of this study, the work carried out by nurses in the health sector sometimes has a high risk (De los Santos & Labrague, 2021). With long working hours and increased workload, nurses also show conditions such as *anxiety*, lack of sleep, and depression (Lai et al., 2020). At the same time, nurses must also interact directly with patients. Although not always the case, this kind of interaction can lead to events that are *stressful* for the nurse, such as mistreatment of patients, patient disrespect, or other interpersonal conflicts ((Cho et al., 2016); (Yang et al., 2020)).

When this happens, nurses will experience other negative emotions that lead to dissatisfaction with their jobs. *Turnover intention* felt by employees can be sourced from this. *Turnover intention* is an individual's desire to leave the organization and look for other alternative jobs in other organizations (Yukongdi & Shrestha, 2020). In addition to stress, *work-family conflict* can also lead employees to the desire to leave their jobs (Y. Zhang et al., 2020). The concept of *work-family conflict* can be understood as a form of inter-role conflict, where there is pressure that causes *incompatibility* of the individual's role at work and his role in the family. This conflict occurs when individuals cannot balance the demands to perform their functions in these two domains (Y. Zhang et al., 2020). According (Asghar et al., 2018) states that individuals who have multiple roles are more prone to conflict, because they find it difficult to give their best performance in each role.

Cultural context was found to influence how individuals perceive their responsibilities or roles in work and family. Research (Chen et al., 2018) states that *work-family conflict* is one of the main causes of the high *turnover* of female employees in the *hospitality*. In this case, cultures in eastern countries such as China, Korea, Thailand, and Indonesia tend to have *collectivism*. Men can focus more on their work than women who are also working. This is because working women are required to have more attention on their families, so this triggers the level of *work-family conflict* in women (Aboobaker & Edward, 2020). *Work-family conflict* can affect the mental condition of nurses in hospitals when carrying out their work. When nurses feel there is conflict in their work and family, there is a possibility that they will leave the job, so they can handle the conflict better. The choice to have a new job in a new place will be an alternative for nurses, because they predict that the work will not intersect with the conditions when they carry out their roles in the family, thereby reducing the occurrence of *work-family conflicts*. The existence of this conflict can have a negative impact on both parties, both work and the employees' families themselves (Wayne et al., 2017). In particular, so far, *work-family conflict* has been found to have a stronger influence on *turnover intention* by women (Yildiz et al., 2021). This is triggered by low *job security*, long working hours, the need to coordinate with other parties, to *work shifts* that sometimes have to be done at certain times.

According to data from WHO, nurses occupy a vital position which in total make up 59% of the entire health profession and consists of 27.9 million people (WHO, 2020). Indonesian Health Profile data published by the Ministry of Health of the Republic of Indonesia shows that nursing personnel occupy the most health professional positions with a total of 40.85% of the total health professions in Indonesia and consists of 438,234 people (Muhammad Rizky Gunawan, 2022). Based on the State of the World's Nursing Report from WHO (2020), nurses around the world experience inadequate working conditions, a sex ratio that is still dominated by women, and an aging workforce. These things contribute to a shortage of nurses. Regarding this matter, ((Haddad et al., 2022); (Feng et al., 2017)) have mentioned that labor shortages can affect the increase in the nurse-patient ratio. This causes the workload to be carried out by one nurse to become increasingly heavy, thereby increasing stress and fatigue mentally and physically. Mental and physical stress and fatigue lead to errors in health care delivery ((Kouatly et al., 2018), and even an increase in patient morbidity and mortality (Y. Zhang et al., 2020).

Research conducted by (Park et al., 2020) in the context of the hospitality industry, where employees often need to interact with visitors, shows that high levels of *job stress* lead to an increase in *turnover intention* employee. Employees who experience stress and pressure at work will have the intention to leave the job to avoid the discomfort and negative emotions they feel. Other studies that were also conducted on *job stress* and its effect on *turnover intention* also showed that the two were positively related ((De los Santos & Labrague, 2021); (Ahn & Chaoyu, 2019); (Yukongdi & Shrestha, 2020)). Research from (Y. Zhang et al., 2020) on hospital nurses in China shows that *work-family conflict* will affect the *turnover intention* of nurses. In addition, (Li et al., 2022) conducted a study on 335 police officers in Hong Kong and found that *the work-family conflict* experienced by police officers would lead to their desire to leave the job. The same finding was also confirmed by several other studies ((Zhou et al., 2020); (Aboobaker & Edward, 2020); (Chen et al., 2018)). Seeing this phenomenon, and taking into account the importance of the role of nurses in hospitals, this study aims to identify factors that can increase the *turnover intention* of nurses, especially those in private hospitals in Bandung City, West Java. This study looks at the role of *job stress* and *work-family conflict*, two conditions that are often experienced by nurses and examines their effect on *turnover intention*. By knowing the driving factors for *turnover intention*, it is hoped that the hospital will be more sensitive and able to manage the work or culture in the organization, so that the *turnover intention* of nurses can be managed better.

RESEARCH METHODS

The method used is quantitative and associative research methods with data validity test analysis, classical assumption test, hypothesis testing, path analysis and Sobel test using SPSS. According to (Sugiyono, 2018) that the quantitative method because research data is in the form of numbers and analysis uses statistics. Researchers conducted an online survey of nurses working in a private hospital in Bandung. Researchers distributed questionnaires that were filled out individually (*self-report*) to 90 nurses who were respondents in this study. First of all, respondents were asked to fill in questions regarding demographic characteristics which included age, gender, marital status, and length of service in the hospital. Furthermore, the respondents were asked to fill out the statements in the questionnaire regarding *job stress*, *work-family conflict*, and *turnover intention*, then choose the statement that best suits their condition.

This statement was assessed using a 5-point Likert scale. Thus, respondents then choose which value best represents their condition between the numbers 1 (strongly disagree) to 5 (strongly agree). The data obtained by the researcher was then tested for validity and reliability. Finally, the researcher tested the hypothesis using multiple regression analysis with *software* SPSS 23. Variable measurement item *job stress* was adopted from the research of (Ahn & Chaoyu, 2019). Examples of items are as follows "I often feel helpful or tired due to my current work". Furthermore, the item measuring the *work-family conflict* was adopted from the research of (Y. Zhang et al., 2020). An example of an item is, "the time I must devote to my job keeps me from participating equally in household responsibilities and activities". Finally, the item measuring the *turnover intention* was adopted from the study of (Y. Zhang et al., 2020). An example of an item is "I intend to leave this hospital within the next 1 year".

Hypothesis

H1: Job stress has a positive effect on turnover intention.

H2: Work-family conflict has a positive effect on turnover intention.

RESULTS AND DISCUSSION

Gender Characteristics of Respondents

Table 1 Respondent Profile

	Respondent Profile	Percentage
Gender	Male	24%
	Female	76%
Age	20 - 29 years old	33%
	30 - 39 years old	36%
	40 - 49 years old	18%

	Respondent Profile	Percentage
Marriage Status	> 50 years old	13%
	Married	82%
	Not married	18%
Work Tenure	< 1 year	20%
	1 – 2 years	35%
	3 – 4 years	30%
	> 4 years	15%

Source: Data processed 2022

Data obtained from 90 respondents in this study showed that the majority of respondents were women (76%). The majority of respondents were aged 30-39 years (36%), followed by the age group 20-29 years (33%). Furthermore, the majority of respondents are also married (82%). Lastly, the majority of respondents have worked for 1-2 years (35%) in their organization.

Descriptive Analysis

Table 2 Descriptive analysis of

Variable	Mean	Category
Job stress	3.25	Very high
Work-family	3.12	Hight
Tunrover intention	3.13	High

Source: processed data (2022)

Respondents' responses to research variables consisting of work stress, work-family conflict, and turnover intention, namely where work stress is included in the very high category with a mean result of 3.25 and work-family conflict and turnover intention are included in the high category with a mean result of 3.12 and 3.13, respectively.

Validity and Reliability Analysis Validity

Table 3 Results of Validity and Reliability Analysis Validity

Variable	Cronbach Alpha	Critical Value	Description
Job stress	0.922	0.60	Reliable
Work-family conflict	0.938	0.60	Reliable
Turnover intention	0.938	0.60	Reliable

Source: Data processed 2022

Test results on the variable Job Stress, Work-Family Conflict, Turnover Intention has a significant value > 0.5 or in other words valid.

Multicollinearity test

Table 4 Results Multilolnearity Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
1 Job stress	.550	1.818
-family conflicts	.738	1,354

a. Dependent Variable: Turnover intention

Source: Data processed 2022

In table 4 it can be seen that the independent variable has a tolerance value of not less than 0.10. The value of *Variance Inflation Factor* (VIF) also shows that the independent variable has a VIF value of not more than 10. So it can be concluded that the independent variable does not occur multicollinearity

Regression Analysis

**Table 5 Results Regression analysis
Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero order	Partial	Part
1	(Constant)	2,534	2,507		1,091	.278			
	Job stress	.379	.179	2.499	.014	.487	.154	.222	.379
	Work-family conflict	.331	.102	5.098	.000	.629	.422	.120	.315

a. Dependent Variable: Turnover intention

Source: Data processed 2022

From the table above, the constant value (a) is 2.534, the regression coefficient value for Job stress (b₁) is 0.379, the regression coefficient value for Work-family (b₂) is 0.331. The regression equation that explains the effect of job stress and work-family on turnover intention is as follows:

$$Y = 2.534 + 0.379 X_1 + 0.331 X_2 \quad (1)$$

The positive regression coefficient indicates the better job stress and work-family can be. increase turnover intention at work.

**Tabel 6 Test Results
ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2038,085	3	679,362	49,243	.000 ^b
	Residual	1725,262	120	14,377		
	Total	3763,347	123			

a. Dependent Variable: Turnover intention

b. Predictors: (Constant), job stress (x1), Work-family conflict (x2)

Source: Data processed 2022.

Based on the calculation results as presented in the table, it can be seen that the regression model has an F-count of 49.243 with p-value = 0.000. So that the conclusion of the test is significant and thus the hypothesis is accepted. Job stress and work-family have an influence on the turnover intention of nurses in hospitals.

**Table 7. The results of the coefficient of determination
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	1.796 ^a	.634	.632	1.06890

a. Predictors: (Constant), Turnover intention

Source: Data processed in 2022

Based on the results in table 7 above, it can be seen that the value of the multiple correlation coefficient (R) obtained is 0.796. This result shows that 0.796 is between 0.60 – 0.79. This means that job stress and work-family on turnover intention have a strong relationship.

DISCUSSION

Based on the results of hypothesis testing that has been done, it was found that partially *job stress* has a positive and significant effect on *turnover intention*. That is, H₀ is rejected and H₁ is accepted. The higher *job stress* felt by employees, the higher their desire to leave the job they have. These findings support the results of previous studies that have been conducted ((De los Santos & Labrague, 2021); (Ahn & Chaoyu, 2019); (Yukongdi & Shrestha, 2020); (Park et al., 2020)). Nurses who treat patients and interact directly with them are prone to stress. In addition, the heavy workload of nurses can also be a *stressor* for them. When nurses continue to be exposed to this condition, they will have high levels of *job stress*, and ultimately lead to an increase in *turnover intention*. The nurse will have a desire to leave her job to avoid the discomfort and negative emotions she feels from *stress*. Furthermore, the results of testing the second hypothesis, namely regarding the effect of *work-family conflict* on *turnover intention*, also showed positive and significant results. This means that when nurses experience *work-family conflict* continuously, this will increase their desire to leave the job they have. The results of this study are in line with the findings of several previous studies regarding *work-family conflict* and *turnover intention* ((Zhou et al., 2020); (Aboobaker & Edward, 2020); (Chen et al., 2018); (Y. Zhang et al., 2020)). Individuals who have multiple roles are more prone to conflict, because they find it difficult to give their best performance in each role. When nurses feel there is conflict in their work and family, there is a possibility that they will leave the job, so they can handle the conflict better. The choice to have a new job in a new place will be an alternative for nurses, because they predict that the job will not intersect with the conditions when they carry out their roles in the family.

CONCLUSION

Based on the results and discussion above, it can be concluded that work stress and work-family conflict felt by nurses can increase their intention or desire to leave work in the hospital. The findings of this study can be used as material for consideration and reference by managers, leaders, and supervisors in hospitals to pay attention to stress conditions and work-family conflicts that are being experienced by employees.

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